

Director of Training

3245

29 October 1971

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7D-18 Hqs.

In response to the DDS's query the following information is provided for him only.

We have calculated the average ages of all instructor personnel with the following result:

ST Designees	48.08
DDP Rotational	48.40
DDS Rotational (3)	48.33
DDI Rotational (includes 1 DDS&T)	48.43
All Rotationals	48.41

A. R.

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29 October 1971

MEMORANDUM FOR: Acting Executive Director-Comptroller**THROUGH** : Deputy Director for Support**SUBJECT** : Reactions to OTR's Briefing Notebook**REFERENCE** : Memo to DTR from A/Ex. Dir. -Compt., dtd
18 Oct 71, subj: The Office of Training

1. Thank you for your interest and comments. Here is a brief discussion of three of your points; I shall discuss in a separate paper the vastly more complex problem of competence in foreign languages.

2. Two things must be done if we are to lower the average age of our instructors and the gap between our instructors and the student body. We have been trying to do both of them. First and most important, the Office of Training has ceased a long-time practice of accepting 50-year or older officers into the ST Career Service. Our last three transferees were in their late twenties or early thirties and two of them were ex-CTs. Three other educationally qualified younger OTR careerists are being prepared or have been moved into teaching assignments; included in this trio are two women. The other requirement, if we are to lower our average grade, is something that we have tried very hard to do with the Clandestine Service and the other Directorates, and that is to insist that rotational personnel assigned to OTR as instructors be among the most promising younger officers in their thirties or very early forties. We in OTR have repeatedly observed the value of a teaching assignment as a step in the development of an Agency officer in other Directorates. If there is any doubt as to the tremendous importance given such assignment by those who have had the experience, one needs only to speak to officers who have served in OTR and then returned to their home bases. The wisdom of having every CS officer serve one tour in his career as a training officer was recognized by Des FitzGerald when he wrote on


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1 March 1966 the following to all Staff and Division Chiefs: "While I do not wish at this time to make a teaching detail in OTR a requirement for promotion, I do wish to emphasize that such a tour shall be considered, like the mastery of a foreign language or a successful tour of duty abroad, or at home as one of the important criteria to be considered in the overall evaluation of the officer for promotion." Other than the pursuit of these two policies, as attrition and other changes take place in our Table of Organization, I know no other way in which we can bring the average age down to a more acceptable level.

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4. The requirement for submission of a report on the total Agency training effort stems from the Inspector General's Survey of the Office of Training in 1967. In the report of the Survey dated November 1967, the IG commented on our being hampered in our conducting training programs by the lack of requirements from the customer component. Specifically, he was concerned that objectives to be obtained through such programs were not being identified; and he felt that the responsibility for this should be with the Deputy Directors. He also noted that there was no Agency committee looking into the full Agency training effort and the need for such as part of our compliance with Public Law and Executive Order. He specified that the Training Selection Board, expanded accordingly, be redesignated as the Agency Training Committee with full responsibility for this review. We did not concur in this recommendation and counterproposed ad hoc working committees, headed by senior officers in OTR and with membership coming from the component concerned, to be the media for further review. Colonel White accepted our proposal with the reminder that the report would cover all Agency training.


HUGH T. CUNNINGHAM
Director of Training

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